

# COMMUNICATION PATTERN OF LEADERS WITH EMPLOYEES IN YAYASAN PENYANDANG CACAT MANDIRI YOGYAKARTA (Descriptive Study of Communication Pattern on Leaders and Employees Organization Management of Yayasan Penyandang Cacat Mandiri Yogyakarta)

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## Abstract

*Disability conditions in Indonesia is currently quite apprehensive. Lack of attention from the government and the community impacts on the lack of opportunities obtained in work, this condition makes the level of living welfare of the disabled is still low. One of the foundations that provide disabled opportunities for work is the Foundation for Persons with Disabilities / YPCM, an organization that accommodates the disabled / disabled handicap to work to make wooden handicrafts. The majority of the employees in the foundation are disabled and led by a chairman of a non-disabled foundation. The purpose of this study is to know the pattern of organizational communication between leaders and employees in the management of YPCM, as well as to know the obstacles in the pattern of organizational communication at YPCM. This research uses Fielder Contingency Theory with qualitative descriptive research method. The result of the research shows that the communication pattern of the leadership organization and the employees in the management of Yayasan Penyandang Cacat Mandiri Yogyakarta forms a unidirectional communication pattern, wheel communication, two-way communication pattern and there is communication pattern in media usage. In addition, the obstacles that occur are influenced by several factors, namely the low communication intensity between leaders and employees at YPCM, as well as the role of the Foundation Chairman who is lacking in becoming a master in the foundation of things that influence the communication between leaders and employees at YPCM. The pattern of communication made more placed Head of Production that plays an important role in the activities of the organization due to the lack of function of the Chairman of the Foundation as a leader in YPCM.*

**Keywords:** *disability, organizational communication, foundation, pattern*

## INTRODUCTION

Persons with disabilities in Indonesia are experiencing dismal conditions, ranging from education, employment, community acceptance, and social protection issues. Persons with disabilities also experience poverty with more unfavorable conditions than non-disabilities. The result of survey data of ICF Kemensos 2009 informs that 74% of disabled people do not work and

only 26% work. This study further documented that the disability group worked mostly as farmers (39%), labor (32%) and services (15%). The occupational sectors that absorb the least occupational workers are BUMN / BUMD (0.1%) and PNS / Polri / TNI (1.3%). These data indicate that the government's alignment to provide employment

opportunities for difabel groups is not yet clear

(<http://makassar.tribunnews.com/2013/10/23/kelalaian-country-filled-drivers>,

accessed on September 27<sup>th</sup> 2017).

It is undeniable that the attention of the government and the business community to the disabilities (disabled), both blind, deaf, speechless, etc. in the form of job opportunities, is still very minimal. It is not in accordance with the mandate of Law no. 4 of 1997 which contains each company is obliged to employ persons with disabilities. However, the fact remains that there are still many companies that have not employed disabilities

(Tribunnews.com2013/01/31/disnaker-industry-employment-disability, accessed on September 29<sup>th</sup> 2017)

Social Service of Yogyakarta data obtained Tribun Jogja, currently in Yogyakarta there are 25,050 persons with disabilities. The amount is with details of men 13,589 people, and women 11,461 people. From five districts/cities in Yogyakarta. Kulonprogo amounted to 4,399, Bantul 5,437, Gunungkidul 7,860, Sleman 5,535 and Yogyakarta City 1,819. While in DIY there are 3,708 children with disability. These data are data of persons with disabilities who are categorized as poor and need assistance based on data

received from the Office of Manpower and Transmigration (Disnakertrans) DIY in 2015, from 275 companies monitored, only 24 companies have employed persons with disabilities totaling 123 people. This figure is still far from expectations considering the number of people with disabilities in Yogyakarta alone more than 25,000 (<http://jogja.tribunnews.com/2016/03/18/di-nsos-catat-ada-25-ribu-lebih-penyandang-disabilitas-di-diy>, accessed on October 2<sup>nd</sup> 2017).

Generally every organization has a pattern of communication in carrying out its activities to achieve organizational goals. This is like in the organization of the foundation of Yayasan Penyandang Cacat Mandiri Yogyakarta. In the organization each employee can communicate directly with the Chairman of the Foundation. This is necessary in building a good relationship to realize the goals of the organization is to realize the welfare of life for employees with disabilities so that the role of Chairman of the Foundation has an important function in the management of the foundation is as a leader who helps and encourages disabled employees in work to improve independence. In the process of communication between leaders and employees there are a number of problems related to the management of YPCM. The Background of the Chairman of the

Foundation as a former member of the TNI and has no experience in dealing with persons with disabilities, but also lacks expertise / skill in the field of woodwork done by his employees to create barriers in the process of self-regulation in the environment so as to make leaders less able to adjust self with its environment causing problems in the organization.

The problem of organizational communication at YPCM at this time is the low communication intensity conducted by the Chairman of the Foundation to the employees, besides the Chairman of the Foundation only plays a role in the administration field in the foundation so as to make the control function weak, and the internal problems that ever happened at YPCM have an impact on lack of trust in the leadership of the current Chairman of the Foundation. This has an impact on the low level of employee participation in communicating upwards with the Chairman of the Foundation. Based on these phenomena, see the importance of communication within the organization and see the effect of communication on an organization with the background that the researcher has described. In this case the researcher limits this research to the communication of the leader of the leader, namely Chairman of the Foundation and the employee who is a disabled worker in

Yayasan Penyandang Cacat Mandiri Yogyakarta. Therefore, the researcher is interested to make a thesis in the title “COMMUNICATION PATTERN OF LEADERS WITH EMPLOYEES IN YAYASAN PENYANDANG CACAT MANDIRI YOGYAKARTA” with subtitle “Descriptive Study of Communication Pattern of Leaders and Employees Organization in Management of YAYASAN PENYANDANG CACAT MANDIRI YOGYAKARTA”.

This research used Contingency Theory. Leadership in an effective organization depends on the situation when the leadership is implemented. Fiedler's contingency theory is the compatibility of the leader, which means trying to fit the leader with the right situation. This is called contingency, because it argues that the effectiveness of a leader depends on how well the leader's style relates to the circumstances (Winardi 1990: 79).

Based on Fiedler's Theory of Contingency in this study relates in accordance with the content of the theory regarding leaders with employees. The pattern of communication used by the leader can be seen effectively or not influenced by the situation in the organization he leads. The leader at YPCM is a non-disabled person acting as member of the board where the situation faced in the

organization has a majority disabled employee. Characteristics of a most important leadership situation are three: (1) Leader-Member Relations, (2) Task Structure, (3) Leadership and will be described one by one:

### **1. Leader-Member Relations**

Relation of member leaders includes the group atmosphere and the level of trust, loyalty and attraction that members of the organization feel for their leaders. When the atmosphere of the organization is positive and members trust, like, and work well with their leaders, leader-member relationships are said to be good. On the other hand, when the atmosphere is unpleasant and conflicts appear within the group, the leader-member relationship is poorly defined.

### **2. Task Structure**

The task structure is the extent to which task demands are clear and expressed. Properly structured tasks tend to give more control to the leadership, while unclear and uncertain tasks reduce the leader's control and control. A task is said to be structured when: (a) task demands are clearly disclosed and known to those who are asked to perform the task; (b) the task adjustment pattern has a number of alternatives; (c) the completion of

duties can be clearly demonstrated; there are a number of unlimited solutions that are right for the task.

### **3. The Power of Leadership**

The third characteristic of a situation is the amount of authority the leader possesses to punish or reward members. This includes the legitimate power of individuals acquired as a result of the positions they have in the organization. Strength of a strong position if someone has the authority to work and dismiss or raise a position or salary (Wayne and Faules, 2013: 289).

## **METHOD**

This research uses qualitative research type. Qualitative research is a study that intends to understand the phenomenon of what is experienced by the subject of research such as behavior, perception, motivation, action and others. Holistically and by way of descriptions in the form of words and languages, in a special context that is natural and by utilizing various natural methods (Lexy J, 2005: 15). Qualitative research in this research is intended to get a clear and factual description and description about the communication pattern between the leadership and employees difable in

Yayasan Peyandang Cacat Mandiri Yogyakarta.

The subject of this research is the leader that is the chairman of the foundation and the employee member of Yayasan Penyandang Cacat Mandiri Yogyakarta. While the object of research is more focused on the dissemination of information in carrying out activities in the foundation. Data collection technique was conducted by interviewing the Chairman of Foundation, Treasurer, Head of Production and Production Staff at YPCM as primary data. Secondary data are obtained from various sources such as an article book and a company archive. The type of validity chosen is the validity of the source, where the validity of the source is digging the truth of certain information melalui some methods and data processing resources. For example, other than through interviews and observations, researchers can use participant observation, written documents and archives. Each way it will produce different data, will then provide a different view of the phenomenon being studied.

## DISCUSSION

### **Communication Pattern of Leaders and Employees Organization in Management of Yayasan Penyandang Cacat Mandiri Yogyakarta**

Communication patterns are formed from the organizational network structure by individuals and groups. In other words the pattern of organizational communication will be formed as the communication process progresses. Similarly in the organization on the management of Yayasan Penyandang Cacat Mandiri Yogyakarta, there are several communication patterns formed in the communication process conducted by leaders and employees in activities undertaken in the foundation.

#### **a. Pattern of Information Provision for Employees**

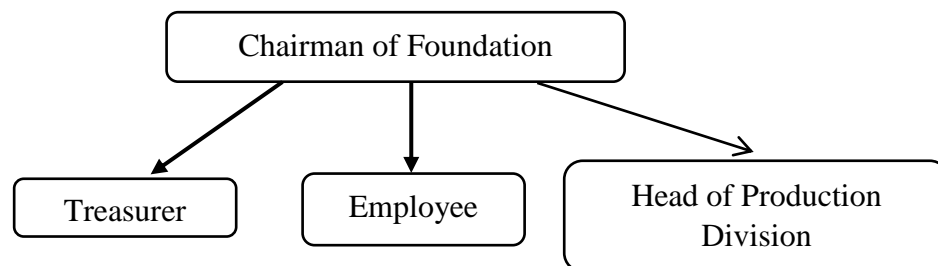
Yayasan Penyandang Cacat Mandiri Yogyakarta as well as organizations in general an organization needs information, it is needed to develop the organization. In addition to the main activities of production work as business activities in this foundation in meeting the needs of the lives of employees with disabilities, the foundation also needs information and cooperation with internal parties to support the progress of the organization. In this case that acts as a source of information for YPCM that is Joko Purwadi as Chairman of the Foundation who then make a downward communication in the delivery of information to its employees.

Chairman of the foundation as a liaison representative of the foundation with internal parties. In meeting activities conducted with internal parties. The things gained from these activities are then submitted to the employees at YPCM this is done so that employees can obtain information useful in improving the skills it has. Chairman of the Foundation to openness by sharing information to employees at YPCM. In this case the Chairman of the Foundation acts as a

facilitator for the foundation to obtain information from internal parties.

The process of communication in the delivery of information for employees conducted by the chairman of the foundation with a pattern of one-way communication. This applied communication makes the chairman of the foundation does not really need the response of the employees. Information provided is usually in the form of training activities, counseling or internships conducted by outsiders and held at YPCM.

**Chart 1. Communication Pattern Unidirectional in Providing Information for Employees**



(Source: Research Results 2018)

The delivery of information in one direction aims so that employees can better understand the information provided. This one-way delivery of information is effective because it can minimize errors in the messenger especially because the majority of employees are disabled so sometimes if the message is delivered to the individual to other individu the

information may sometimes change because of the lack of responsiveness of employees in receiving messages. In the process of communication made by the Chairman of the Foundation to the members of the employees, although the chairman of the foundation does not expect any response or feedback, but it does not affect in the message delivered

because the purpose is for the benefit of its employees so that the message submission submitted to the employees who can follow up on the information that has been given.

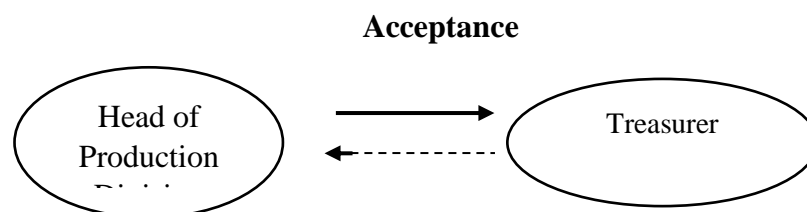
#### **b. The Decision Making Decision Making Pattern**

Yayasan Penyandang Cacat Mandiri Yogyakarta in its current management is more focused on the economic activities of the work activities of woodcraft production. This business activity is a place for disabled employees to fulfill their daily needs, although there are other activities such as training activities,

outsourcers and internships, but not the main activities at YPCM. The activity is only done in a few months with an uncertain time.

Communication process applied in determining product acceptance, involves two people who communicate each other namely Head of Production and Treasurer this is done to take decision acceptance of product order. The Communication Process is done orally by conducting discussions on decision making of product acceptance from consumers. When viewed from the form of communication used then the communication is done using a two-way communication pattern.

**Chart 2 . Two-Way Communication Patterns in Decision Making Work**



**(Source: Research Results 2018)**

This applied communication does not involve the leader or the Chairman of the Foundation. This is done to realize the independence of difable in work because the foundation has a big obsession that is the structure of the organization either chairman, secretary, treasurer and others is the difabel itself. So how will the YPCM

able to create a leader selected by members who can later lead to replace Joko Purwadi as Chairman of the Foundation today, so that in decision-making leaders submit to its employees.

In decision making this acceptance of work can not be decided unilaterally. In addition to the Head of Production Division



who knows the production process undertaken by his workers, in other ways to support the production activities it takes capital. So to know the finance of the foundation, the head of the production field communicates with the Treasurer. Agreement in this decision-making can not occur if in financial terms is not sufficient as capital in the production process to be done and the conclusion in this decision can occur if there is agreement from both parties that is if the Head of Production Section states the ability to accept jobs and treasurer jug states that in terms of financial capital is sufficient to receive product orders.

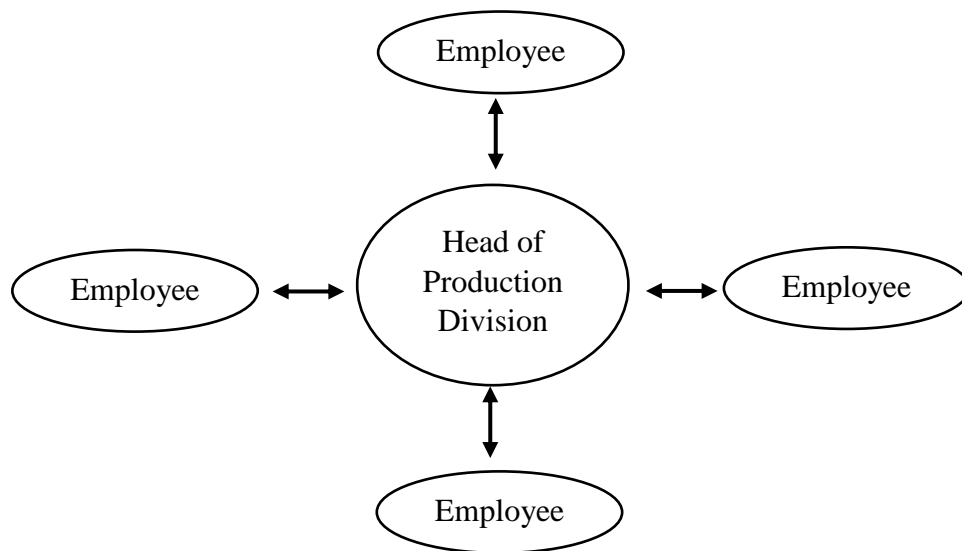
**c. Pattern of Information Delivery and Coordination of Works at YPCM**

Information about the incoming product order must be known Anton Gunawan as Head of Production Division which then communicates with the treasurer. This is done because in the process of receiving the product order Head of Production also need to consider in terms of finance. After the treasurer and the head of the production field make an agreement in the decision-making process. The next communication flow is the Head of Production field perform the process of coordinating the work with the production communications employees delivered

related to the provision of information to a number of employees. The process of delivering the message is done by Anton Gunawan as Head of Production Division who serves as a communicator who then convey information to his employees. This is done verbally through face-to-face directly by way of delivering to several employees in the production room.

Based on the results of research obtained in the process of providing employment information in Yayasan Penyandang Cacat Mandiri Yogyakarta, when viewed from the way employees in communicating this form a wheel-shaped pattern. In the wheel structure, an organization has a clear leader, its position centered. This structure includes one person communicating with each person from a number of others, one person is a leader. The person (leader) is the only one who can send and receive messages from all members (Wiryanto, 2004: 62). On the delivery of this job information who plays the role of the leader is Anton Gunawan who then convey to a number of people or to production employees. The Head of Production Division acts as the only person who can send and receive messages from all members with regard to product order acceptance information.



**Chart 3. Communication Patterns in Information Provision and Coordination of Work**

(Source: Research Results 2018)

In addition to providing job acceptance information, in this case the wheel pattern is also used in the initial process of coordinating the employees. Head of Production Division gives instructions to the employees by giving direct directions about the product to be done before finally done according to their respective duties. In this case the form of communication used using verbal communication or orally, because the employees with disabilities no one suffers from deafness. So if employees are less able to understand the instructions given in the initial process of doing a job can directly convey to Anton Gunawan as their boss.

Giving instruction or guidance at the beginning of doing the job that is by the Head of Production Division participate directly in the production process such as designing if there is an order of products that have no samples or samples from consumers and if there is a sample of the product he did that is giving the size details and so forth. After that Head of production accompany and do the production process by cutting wood. In this process from the initial coordination to the production process during the observation activities conducted by the researcher did not see the involvement of the leader that is the Chairman of the Foundation to participate in supervising or directly involved in the production process

so as to create more burden and responsibility for the Head of Production. But this can be overcome by the existence of supporting factors in the communication process that employees are able to communicate well and willing to accept the shortcomings and limitations of each individual so always happy to help complete the task of each work with togetherness that is in the work environment.

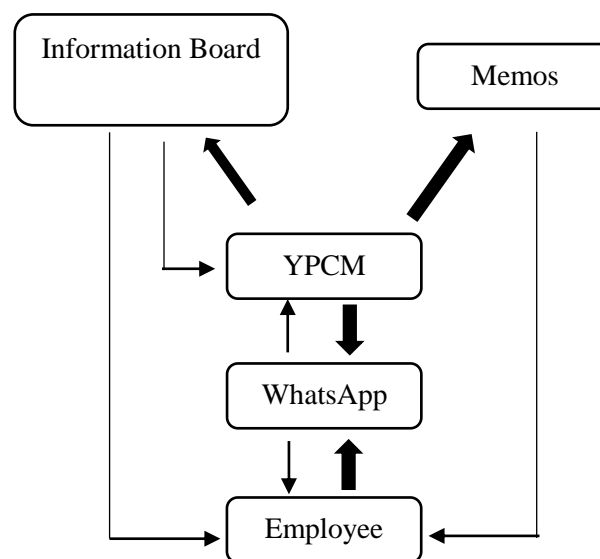
#### d. Pattern of Media Usage in Communication at YPCM

In a communications organization that is used can not be separated by the media used as a communication channel. In this case Yayasan Penyandang Cacat Mandiri Yogyakarta also has media used

in organizational communication that it does. Yayasan Penyandang Cacat Mandiri Yogyakarta has internal Media in the form of job information boards, Memos and WhatsApp which is used as a communication media for its members in doing its activities. The application of this internal media has different functions in Yayasan Penyandang Cacat.

Mandiri Yogyakarta. Based on the interview results with chairman of the foundation can be seen that the use of communication media WhatsApp only used in person if employees communicate with the Chairman of the Foundation or vice versa, in this case for the group communication media in WhatsApp is only used by its members.

**Chart 4. Communication Pattern of Media Usage in YPCM Management**

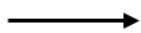


(Source : Research Result 2018)

Information :



: Leads to what media is used.



: Leads to who / which part uses the media.

Media used foundation consisting of media Information boards, Memos, WhatsApps. In the media This information boards are used for foundations and employees to facilitate communication of production work, besides with the same function that is to facilitate the work of the production work of the foundation using memo media in the form of product and its measurement, this is shown for the production employees. The next media used in this foundation is using WhatsApp media technology as a communication medium between leaders and employees who are more widely used personally in providing information that is personal, use of WhatsApp media as a medium of group communication is only used by employees by forming WhatsApp Group with no involving the superiors of the Supervisor, Supervisor and Chairman of the Foundation.

### **Communication Barriers in Foundation Management**

The process of communication in an organization that occurs between the leader and his subordinates can not be separated from the barriers found. These barriers can

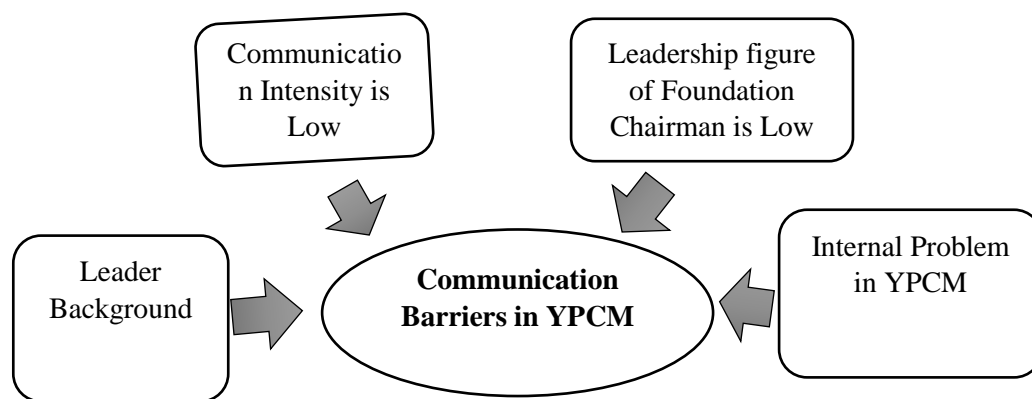
come from a variety of factors. Similarly in YPCM, communication is not always going well, there are some communication barriers that occur so disrupt the activities within an organization. Communication barriers that occur today in YPCM the Chairman of the Foundation as the leader of the current foundation rarely communicate with its employees. This happens because the background of the leader affects his role in communication in an organization, Joko Purwadi as Chairman of the Foundation is known not to have expertise in the field of woodcraft which is currently the main activity of its employees so that the control of the work is mostly done by Anton Gunawan as Head of Production . The Chairmanship of the Foundation in the main work of the foundation more often helps the treasurer in performing his or her job duties, thus making it more frequent to communicate with the Treasurer than any other employee.

Internal problems that occur also affect the lack of communication that was established as has been disclosed by Anton Gunawan that when employees face

problems related to work and in other problems they are more open to the Head of Production or not to convey to the Chairman of the Foundation. This situation led to the weak Chairman of Foundation's control function as a disabled employee in

YPCM. In addition, to convey the needs of employees in support work performed by Anton Gunawan, as a party that represents employees to convey the aspirations of employees.

**Chart 5. Influential Factors Against the Incidence of Communication Barriers At YPCM**



(Source: Research Results 2018)

The communication pattern contained in the Yogyakarta Self-Disabled Disappearance Foundation consists of several forms: one-way communications used by the Chairman of the Foundation in conveying general information to employees. Two-way communication used in decision making and wheel communication used in informing and coordinating the work done by the Head of Production. In general, the applied communication put the Head of Production and Chairman of the Foundation as the

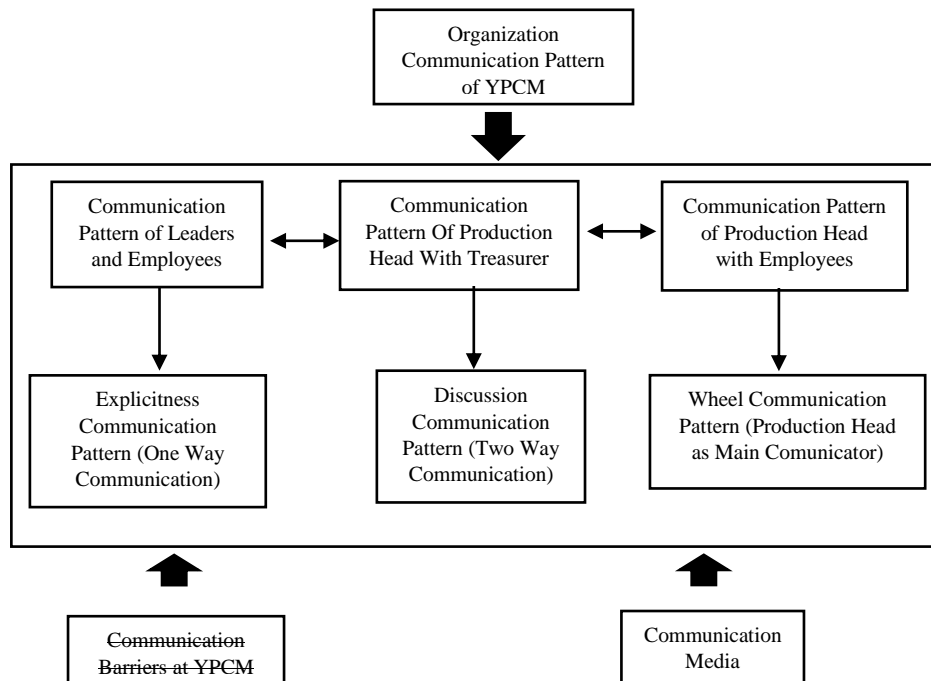
main communicator. The role of Employees is not too much involved in the communication process or just as a communicant (the recipient of the message).

Although rarely placed as the main communicator, the communication pattern can run well because the employees do openness in communication related to the work activities with Head of Production, this is done if experiencing difficulties or other problems due to the condition of disabled employees who have limited

mobility so that in carrying out his job duties Head of Production Division can not demand and assist role to finish the work. Generally applied communication is mostly done by employees with Head of Production because of the same work environment factor that is in the production room so as to enable them to interaction and face to face with high intensity of meeting make closeness of relationship between employees with disabilities Head of Production which also include difable. This is seen when researchers make observations in the foundation the employees while they are working they seem to help each other with the head of production that supervises and organizes employees in performing their job duties.

This communication pattern is also supported by the use of media as a means of communication. YPCM has an internal media in the form of information boards that are useful to facilitate employee work, then memos form of production notes as a

guide for employees in carrying out their work tasks and WhatsApp media as indirect communication media used in personal and group. However, the use of WhatsApp in this group does not involve the Chairman of the Foundation, Trustees and Supervisors. This indicates the role of supervisors and supervisors who have less responsibility for the disabled workers at YPCM. In addition, the pattern of communication is also not separated from the obstacles that occur, especially the communication barriers of employees with disabilities chairman of the Foundation. The obstacles that occur are influenced by several factors, namely the low communication intensity between the leaders and employees at YPCM, and the role of the Foundation Chairman who is lacking in becoming a foundation in the foundation, thus influencing the communication between leaders and employees at YPCM. It is also not what the Chairman of the Foundation's efforts to solve the problem.

**Chart 6. Communication Pattern in Yayasan Penyandang Cacat Mandiri Yogyakarta**

(Source: Research Results 2018)

In this study using Context Theory which is a sub from the theory of organization, this theory states that a good leader according to this theory should be able to bring his behavior in accordance with the situation, able to treat subordinates according to the needs and different motives. Fiedler's Theory of Contingency is a theory that addresses the style of leadership that depends on the organization's situation. According to Fiedler the characteristics of a most important leadership situation there are three namely Leader-member relations, Task Structure, Leadership Position power.

So based on the researcher's analysis of the results of the research in Yayasan Penyandang Cacat Mandiri Yogyakarta which is then associated with the three elements in the Theory of Contingency, it can be said that the research did not meet the elements of Fiedler's Theory of Contingency. Background The leader and strong leader's image as a former member of the military makes it difficult for employees to adapt to non-disabled leaders, from the three elements of the theory only the relationship between leader and subordinate who fulfill that element but in this case the leader in the foundation it is necessary to increase its role in guiding,

directing and motivating its employee members so that relationships with employees can go well. In the structure factor of the task, the coordination of the work is mostly done by the Head of Production Division when compared to the Chairman of the Foundation as a leader, in addition when viewed from the aspect of the chief position of power, the Chairman of the Foundation has no power in an organization although responsible directly but lacks the mobility in establishing a policy because it is the responsibility of the YPCM Trustees and Supervisors.

## CONCLUSION

Based on the results of research that has been done in Yayasan Penyandang Cacat Mandiri Yogyakarta related to the communication patterns of leaders and employees in the management of Yayasan Disabled Mandiri Yogyakarta, Communication patterns are often used in this foundation is a wheel-shaped communication patterns. In this communication pattern is used by the Head of Production as a source of information in the provision of information and coordination of production work which is the main activity of employees because in doing the work is inseparable from the role of Head of Production in charge of managing employee performance.

Communication patterns in other forms of direct communication used Chairman of the Foundation in providing general information for employees with communicant employees who only serve as the recipient of the message, then for two-way communication patterns used in decision making job acceptance made by Treasurer and Head of Production without involving employees. The pattern of communication with media usage at YPCM utilizes the media in the form of information boards, memos, and WhatsApp. The information boards have been well used by foundations and employees so as to make it easier to work on product orders. The use of memo production notes has also been used well by production employees so as to minimize production errors. In addition to other media that is WhatsApp used as a medium of personal communication and group.

In the use of personal communication media is used for the Chairman of the Foundation and employees to provide information personally, but for the use of WhatsApp in this group communication is only used by its employees. This shows the lack of communication that exists with their superiors, namely Chairman of Yayasan, Pembina dan Pengawas YPCM. Barriers that occur in the pattern of communication



is the lack of communication with employees Chairman of the Foundation, in addition there are also internal problems that have occurred so as to affect the attitude of the employees in communication with the Chairman of the Foundation.

Communication is done only limited to work with low communication intensity. In addition, there is also no effort of Chairman of the foundation to overcome these obstacles.

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